

“GW is an economic power in Greater Washington. The sum total of its direct and indirect economic impacts during FY 92-93 was a staggering \$1.6 billion.”

Opportunities for cooperative education abound in the nation's capital. Pictured is Samantha Lupkin, a GW senior majoring in civil engineering, who gets practical experience in her co-op job with the Federal Highway Administration.



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**What GW Contributes to Its
Community in Strict Dollar Terms:
Toward a Shift in Our Vision of
the University**

A university's annual report is often thought of as an accounting document. It enables the school's friends, supporters, alumni, and students to see how responsibly it is spending its income. In recent years, The George Washington University's annual report has also served as an act of intellectual accounting. The list of faculty publications and other accomplishments helps to establish, in the public eye, just how conscientious and hard-working our faculty members are.

But there is one category that inevitably gets lost when the University is reported on in these ways — though it is in some ways the most momentous category of all. Right smack in the middle of Washington, D.C., in a community whose business is government—a community often described as housing very little in the way of commerce beyond the retail level—there sits an enormous enterprise of which it can be said:

- that during the fiscal year 1992-93 (July 1, 1992-June 30, 1993), it generated a total of \$1.6 billion in economic activity;
- that the bulk of that activity — 73.9 percent of it — accrued to the economy of the Washington area, including the city's Maryland and Virginia suburbs;

- that 57.4 percent of the outlays generated by this enterprise took the form of direct expenditures for wages and salaries, purchases of goods and services, off-campus purchases by students and visitors, and spending by retired employees;

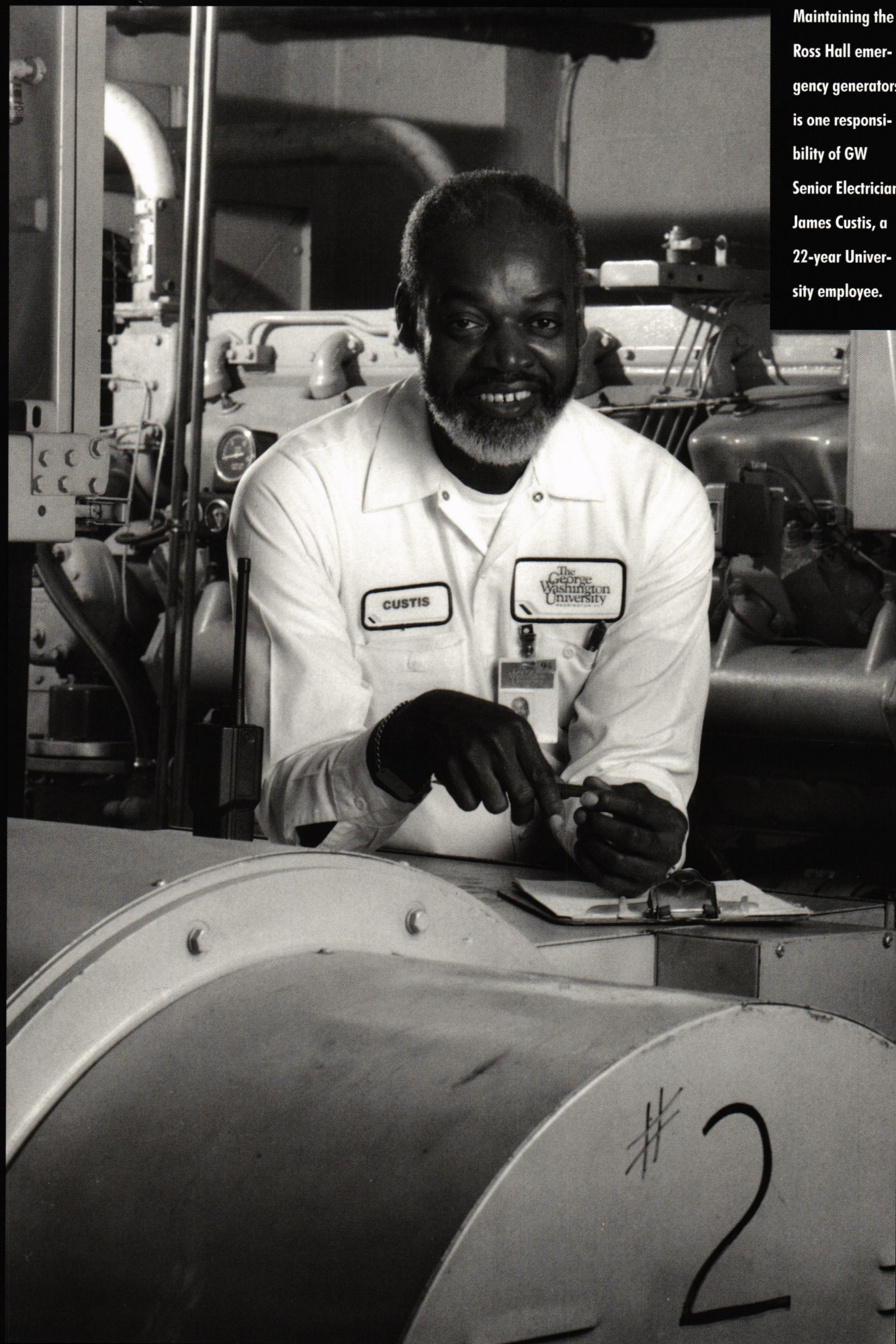
- and that this enterprise provided income for a far larger number of local and regional vendors than the federal government.

The enterprise in question is, of course, The George Washington University. And if GW were a profit-making corporation rather than a school of higher learning, no one in the Washington area would be allowed to forget its importance to the local and regional economy, and the amounts of income it regularly provides to the citizens and businesses of the District of Columbia, Northern Virginia, and suburban Maryland.

GW, however, is classified not as a business but as a university, and the fact that it is seldom recognized as a major economic force in the Washington area testifies to the power of some of the unexamined paradigms that tend to dominate human thinking. The fact that an educational institution is concerned with “higher things,” the fact that it is driven by pedagogical and research ideals rather than by a crude quest for cash, makes it all too liable to be portrayed — by some of its inevitable critics — as a force that “swallows” tuition payments while failing to contribute to the well-being of the surrounding community.

Language of this kind surfaced in 1993 when there was talk of GW receiving a \$50 million federal grant, to be matched by \$75 million in funding raised by the Uni-

Maintaining the
Ross Hall emer-
gency generators
is one responsi-
bility of GW
Senior Electrician
James Custis, a
22-year Univer-
sity employee.





Breaking for lunch: a pleasant tradition for staff, a profitable one for local restaurateurs. GW staff members Chris Eaton, Margaret Sheppard, Jeanne Fisher-Thompson

versity, so that the facilities of the GW University Hospital could undergo some seriously needed renovations.

In the tumult of controversy that followed, few Washingtonians clearly recognized (a) that the money appropriated by Congress would not have come from the District of Columbia budget; (b) that the Medical Center provides, each year, more than \$30 million in uncompensated services to the citizens of its community; (c) that it is the medical facility most often used by federal officials and legislators in need of emergency care (including President Reagan, following the assassination attempt of 1981); and (d) that its history of charitable care extends all the way back to the first half of the nineteenth century.

One experience like that — one experience of seeing the University significantly and publicly misrepresented — is enough for a lifetime. **The purpose of this annual report is therefore to do what universities, unlike profit-making businesses, so seldom do — which is to call attention to their economic as well as their intellectual role.** If GW were suddenly to disappear, its absence would be perceived, by residents of Greater Washington, with more than mild regret. Its removal from the scene, after a mere century-and-three-quarters of existence, would amount to an easily perceived disaster affecting hundreds of thousands of people in our region — their physical as well as their economic health — and the citizens of the District of Columbia most of all.

The facts on which this year's President's Report are based were assembled for a Greater Washington Research Center project by Dr. Stephen S. Fuller, profes-

sor of urban development at GW, and GW graduate student Leslie S. Sickterman, his research assistant. I want to express to both of them my personal as well as my presidential gratitude!

The University as an "employment engine"

As one examines all the facts that pertain to GW as an economic influence within the District of Columbia and Greater Washington, one seems to jump off the page: the University is the District's largest non-governmental employer. Moreover, the University pays for services and products rendered by thousands more vendors than receive income from the federal government.

In the fiscal year 1992-93, wages and benefits paid by the University to a total of 11,113 persons amounted to a total of \$273.1 million, a sum that will rise to an estimated \$277.2 million in 1993. These persons included full-time faculty and staff, students, and temporary faculty and staff. Of these total wages and benefits, 24.8 percent went to employees living in the District, 37.2 percent to employees who reside in the nearby parts of Maryland, and 35.5 percent to employees who make their homes in Northern Virginia.

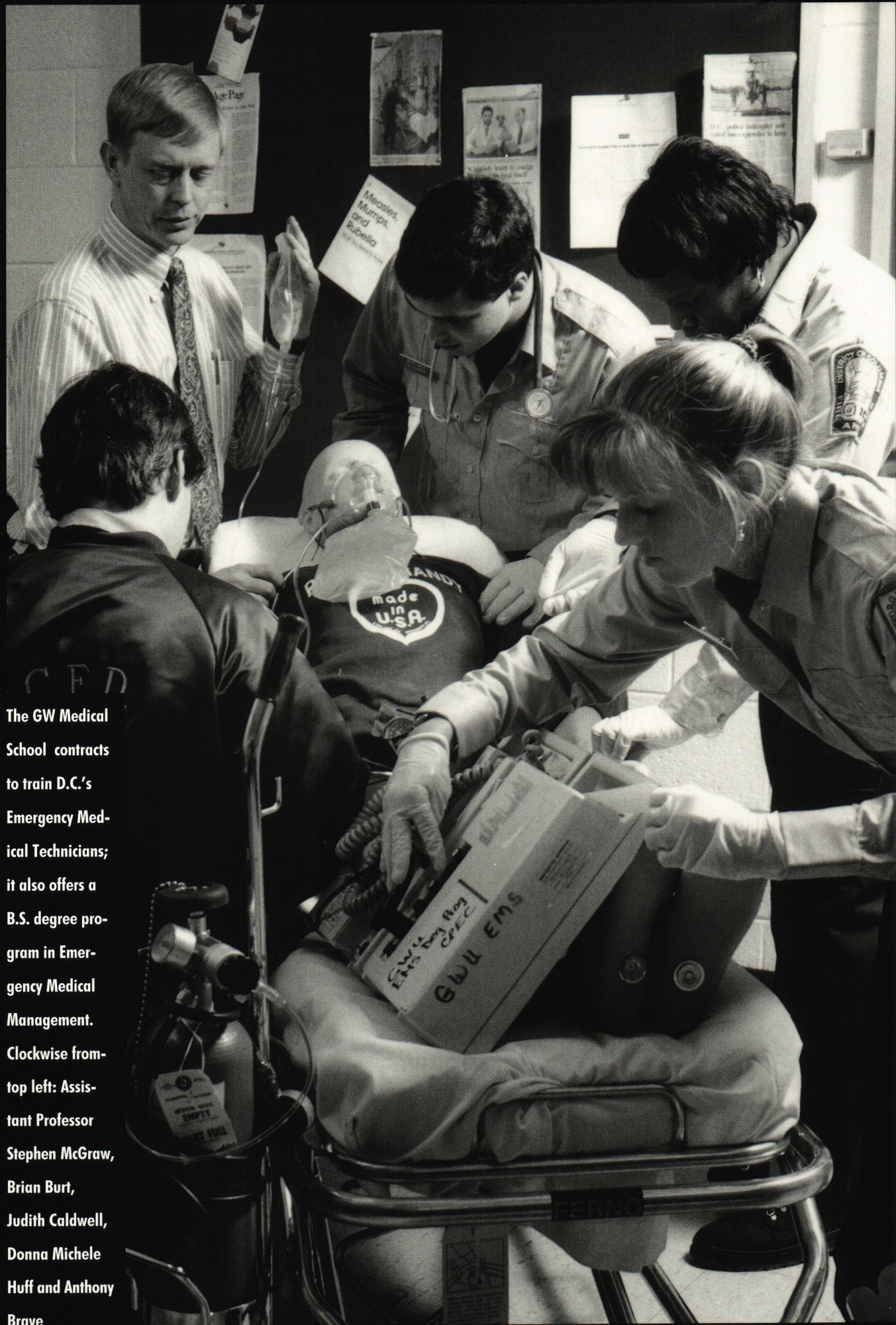
What these amounts translate into is money spent in Greater Washington — for housing, for food, for transportation, for child care, and for entertainment. And to these totals can be added the supplementary income earned, for example, by faculty members who do consulting and extra-mural lecturing. On average for the entire University, these additional sources of income raised faculty earnings by 24.4 percent in 1992, an

1 DAY DRY CLEANING

The commerce of everyday life on a city campus includes errands such as locating a good and convenient dry cleaner.

University Registrar Matthew Gaglione, Young Paik





The GW Medical School contracts to train D.C.'s Emergency Medical Technicians; it also offers a B.S. degree program in Emergency Medical Management. Clockwise from-top left: Assistant Professor Stephen McGraw, Brian Burt, Judith Caldwell, Donna Michele Huff and Anthony Brave

income supplement totaling \$18.9 million.

Of all the fringe benefits provided to University employees in 1992, those that can be included in a list of GW's economic impacts — those, in other words, that do not represent deferred earnings or payments that take other than a monetary form, such as pension investments and tuition remission for employees — came to \$38.6 million. Of these monetary fringe benefits, 97.6 percent were paid to employees who reside in the District of Columbia or in Greater Washington.

Those who contemplate the GW campus on a typically busy day, and see the work performed by all of the employees who keep the University going, need to develop something that amounts to double vision. Each of those employees is an individual human being. Each has his or her mission and shares the responsibility for maintaining the University's "academic core" as an institution devoted to teaching and to research.

But each of those employees is simultaneously a support for the economy of our region in general and the District of Columbia in particular. **Even those who deposit their paychecks in Virginia and Maryland spend significant amounts of money on campus and in downtown Washington.** As they do this, they join all of those drawn to the University for academic or support purposes — including visitors from other schools and consultants from the world of business — in making GW an "economic engine."

The role played by student spending

In the fiscal year 1992, GW students spent a total of \$128.2 million, off campus, on services other than those

provided by the University — with 46.1 percent of that amount expended in the District, 31.2 percent in Northern Virginia, and 15.0 percent in suburban Maryland. Off-campus housing, and the support it provides to the Greater Washington real estate market, represented the largest single category among these student expenditures. It accounted for 35.7 percent of the \$128.2 million total. Restaurants, recreation, and entertainment accounted for 29.6 percent; transportation for 11.6 percent; miscellaneous services and sundries for 7.7 percent; and clothing for 7.1 percent.

Some of this spending represented money earned by students through part-time employment. Some of that employment involved direct participation on the payroll of the University, while smaller amounts were earned in employment off campus — including jobs obtained through GW's internship and cooperative education programs. But a significant amount of money was also brought into the Greater Washington economy "from back home," by students drawn to the University from elsewhere in the United States and from other nations.

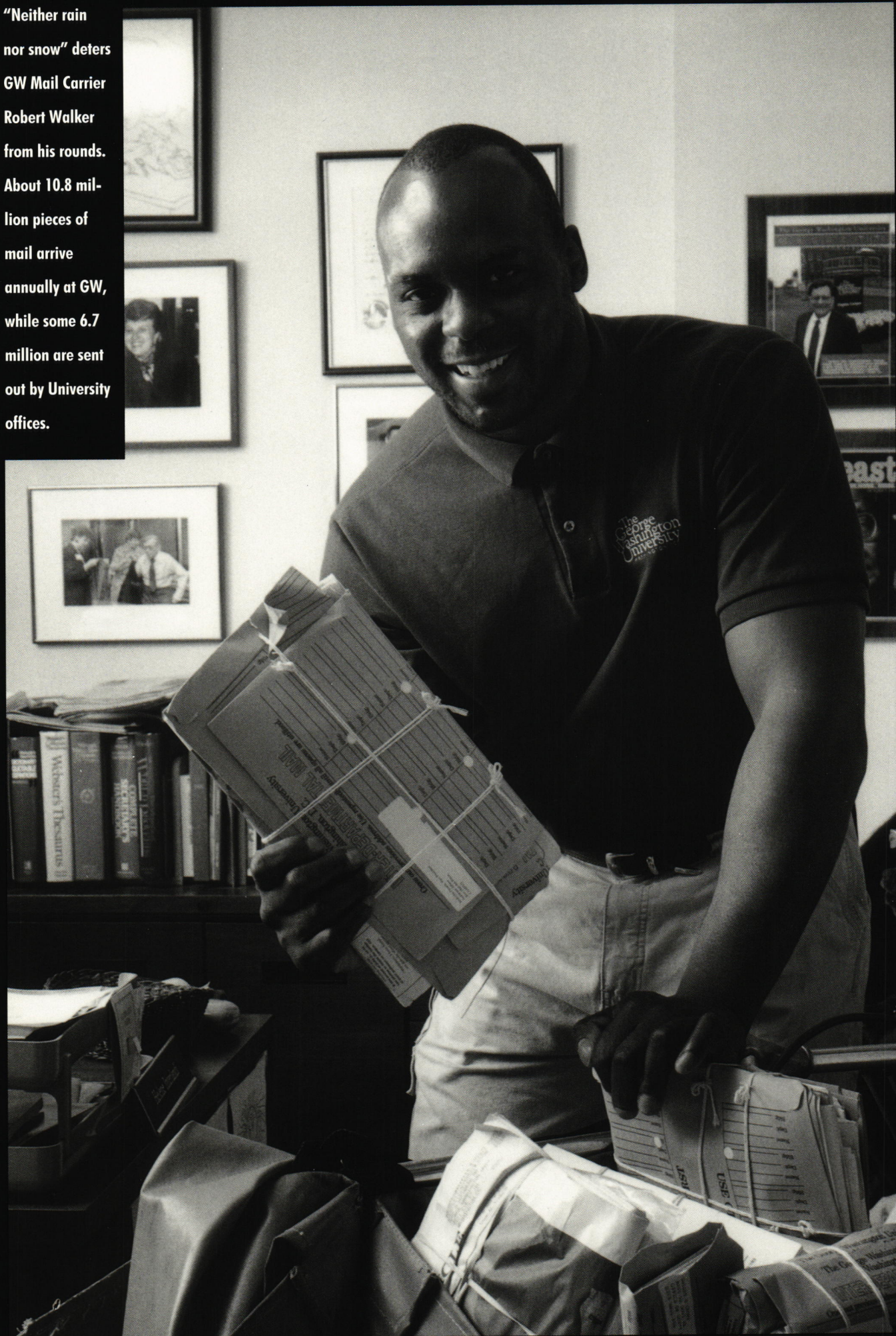
Those who work in American higher education often tell each other, these days, that "we've got to start thinking of them as 'customers' rather than 'students.'" By that they mean that a university must make certain it is providing students and their families with a level of service, and with lifetime benefits, that are commensurate with their tuition payments. **But where the economy of Greater Washington is concerned, students are literally customers.** That is a fact well known to local and regional merchants. It is a fact that also needs to be kept in mind



This CD-buying expedition in a downtown record shop points up the fact that nearly 30 percent of student off-campus spending goes for "entertainment."

First-year students Jennifer Sigmann, left, and Kinha Yiu

"Neither rain
nor snow" deters
GW Mail Carrier
Robert Walker
from his rounds.
About 10.8 mil-
lion pieces of
mail arrive
annually at GW,
while some 6.7
million are sent
out by University
offices.



by all of those in local government and the local media who have dealings with GW.

“Every bit of it needs to be bought”

For understandable reasons, schools of higher education tend to boast about the amounts of money they receive in government and foundation grants, in funding provided by major corporations and medium-sized businesses, as well as in the gifts provided by alumni and friends. Besides making it possible for a college or university to maintain itself and to expand its facilities, such “money from outside” carries an implied message: “This will help the school to keep its tuition-levels as painless as possible.”

Far less often do schools of higher education call attention to their expenditures. If anything, these tend to be treated as a mild embarrassment. Since education is a noble enterprise — the hidden reasoning seems to run — it should also be conducted under the aegis of the Puritan Ethic. Gross realities like office furniture and data-processing equipment should simply appear, perhaps as charitable castoffs from local industry. At the same time, one can well imagine the response of a potential student, and his or her family, at the sight of an academic office — the Admissions Office, perhaps? — endowed with peeling paint, battered furniture, torn carpeting, and the kinds of historically significant electronic equipment on display at the Smithsonian!

Though GW faculty and staff are constantly encouraged not to be wasteful, the fact remains that where supplies and equipment for everyday internal purposes are concerned — from paper and envelopes to computers and fax machines — virtually “every bit of it needs

to be bought.” When a government or foundation grant provides the funding for some incredibly sophisticated electronic device to be used by the Physics Department, the device itself still has to be purchased by the faculty member who is the grant recipient. And when a generous alumnus donates a new residential facility for undergraduates, all of the furniture and carpeting and plumbing fixtures and electrical wiring must be ordered from outside vendors, many of them locally or regionally based.

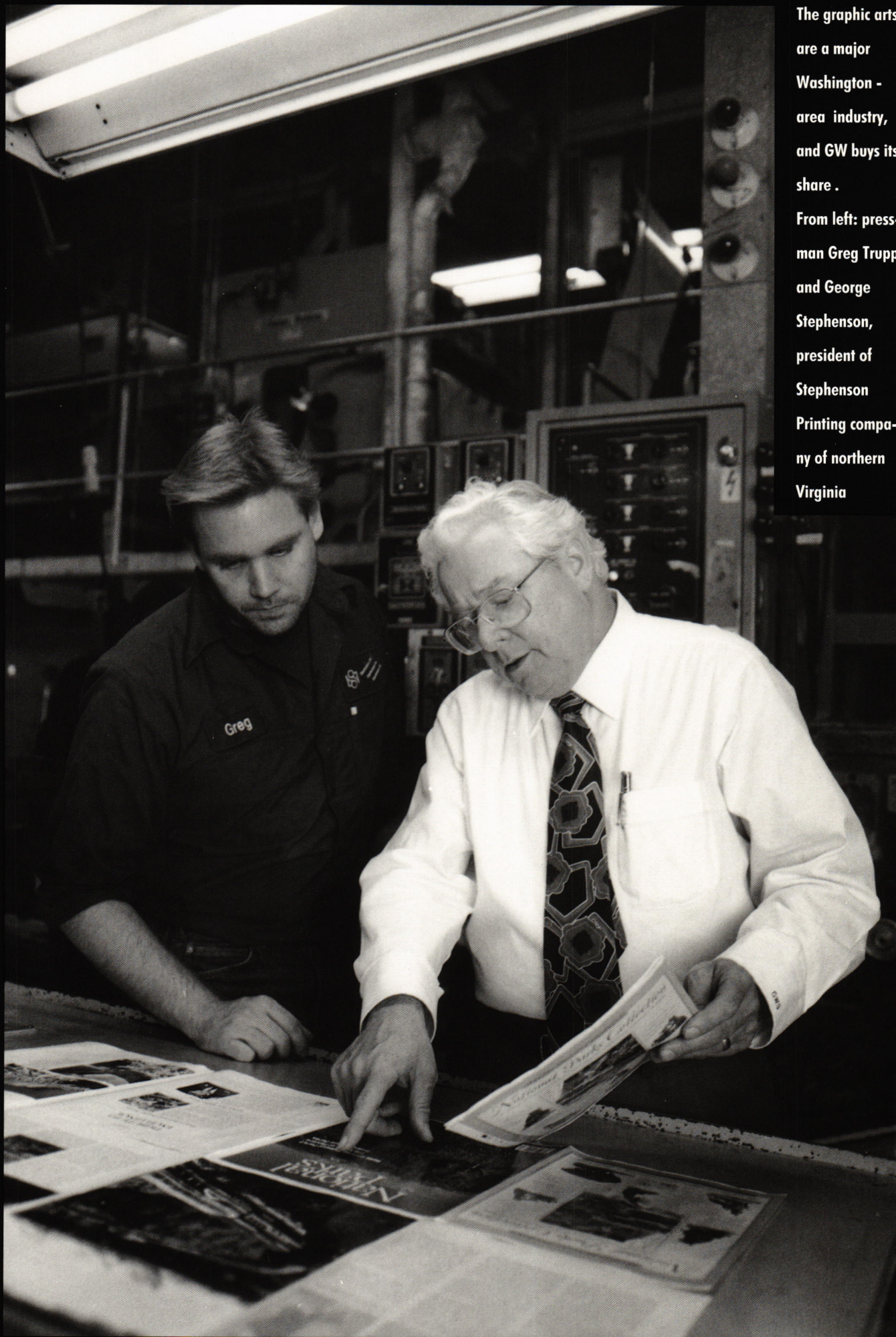
What this translated into in the fiscal year 1992-93 was that the University spent an estimated \$442.6 million on goods and services. And what that translated into was that 24,299 vendors received orders of some kind from GW, of whom 14,123 — 57.6 percent — were based in the Washington area. This compared with a total of 10,990 vendors who received orders from the federal government during the same period.

Here is a more exact breakdown of the University's 1992-93 vendors in terms of numbers and location:

- vendors based in the District of Columbia: 4,442 (31.4 percent)
- vendors based in suburban Maryland: 5,192 (36.8 percent)
- vendors based in Northern Virginia: 4,489 (31.8 percent).

Once again, those who pass through the University and its facilities must develop a kind of double vision. What at first appears to be simply a desk or a telephone or a computer or a dormitory room is also a purchase. That purchase put money into the pocket of a local businessperson or contractor — who in turn put money into the pockets of his or her employees, his or her own business vendors, and the vendors who provided his or her

The graphic arts
are a major
Washington -
area industry,
and GW buys its
share .
From left: press-
man Greg Trupp
and George
Stephenson,
president of
Stephenson
Printing compa-
ny of northern
Virginia



GW's Community
Legal clinics—
developed and
still directed by
Law Professor
Eric Sirulnik—
provide practical
training for law
students and
invaluable assis-
tance to the
metro communi-
ty. Client Shirley
Avent with sec-
ond-year law
student Sue Song
in the Adminis-
trative Advocacy
Clinic



personal purchases of goods and services.

GW seeks to spend its money carefully, and to prioritize its purchases in such a way that what is really needed gets bought sooner than what is merely desirable. But in terms of its impact on the economy that in turn sustains the community all around it, the University can take pride in the level of its annual expenditures.

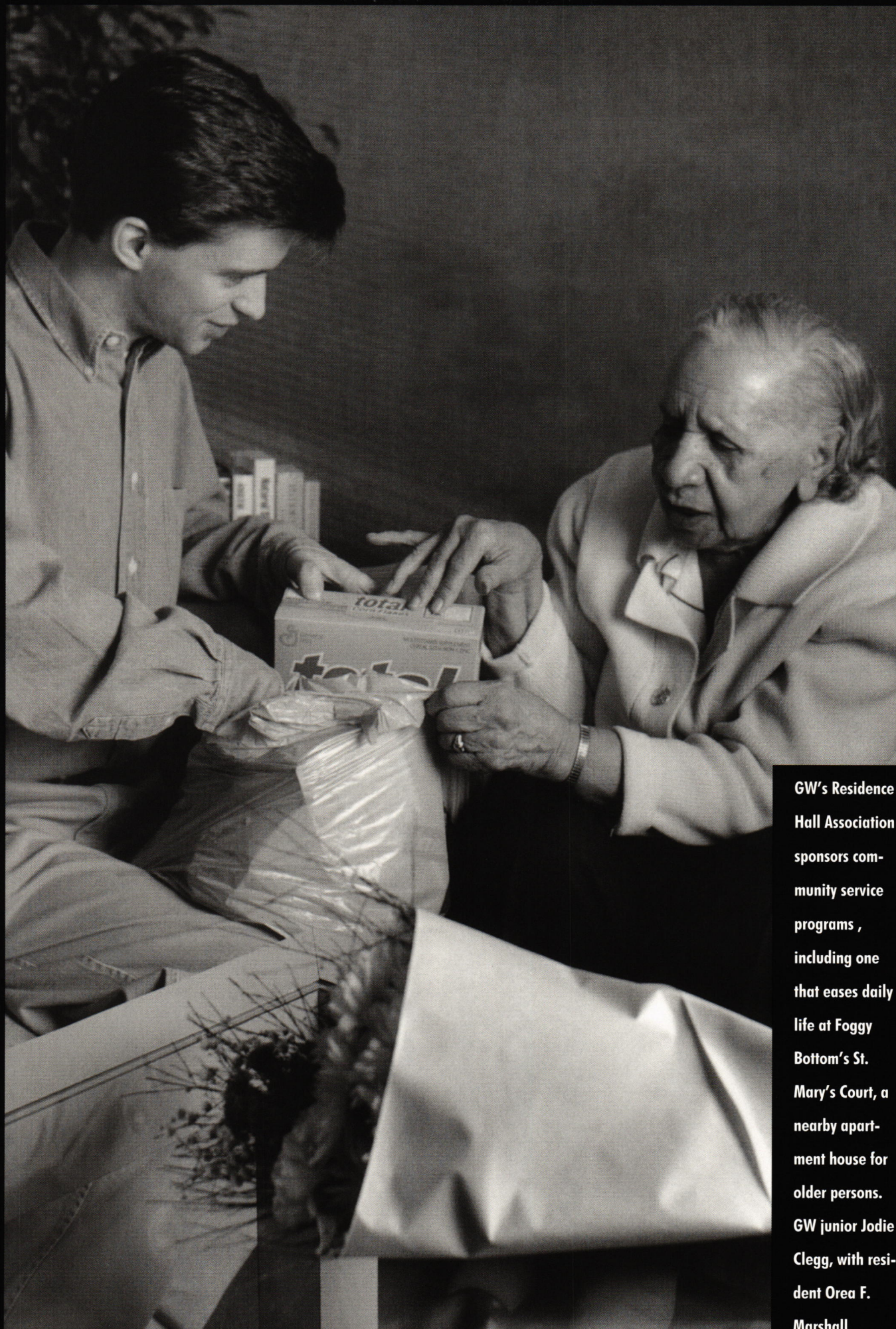
**But let us not forget the University's contributions
whose core is service**

As the Internal Revenue Service long ago taught us, there are few aspects of modern life that cannot, at least in theory, be monetarized. The fact that I helped you to your feet after you slipped on the ice, or that you typed an envelope for yourself while visiting my office, can easily be considered income of a certain kind. After all, had I not been the one who assisted you on that bitterly cold day, you might have incurred an Emergency Medical Service charge that would have had to be reimbursed by your insurance, with a co-payment by you! And did the enclosure that went into that envelope which you typed in my office in any way assist the advancement of your career?

But we no sooner begin to take account of GW's direct monetary contributions to its local, regional, and national economy than yet another truth makes itself felt: that American schools of higher education, even in our disenchanted and frequently cynical age, are laced through and through with idealism. Though a school like GW pays no allegiance to any form of religion, it often functions as the inheritor of an originally religious ethic. Its students, its faculty members, its administrators, and its staff take seriously

the notion that we become most fully human when we seek to be of service — uncompensated service — to our brother and sister human beings. Only consider, for example:

The kinds of mentoring and support GW provides through its Anacostia High School College Bound Program (run by Gelman Library), its Community Legal Clinics (staffed by law students under the direction of the law school's clinical faculty), its Linking International Knowledge with Schools (LINKS) Project (conducted by the Elliott School of International Affairs), its Saturday Seminars on Engineering and Applied Science (conducted by the School of Engineering and Applied Science for more than a hundred local high-school students), and its Spend A Day With A College Student program (coordinated by GW's Multicultural Student Services Center). The students who work with the GW chapter of Habitat for Humanity International, a non-profit organization that builds and re-builds housing for low-income families. La Clinica del Pueblo Teen Clinic, which offers medical care to all teenagers in Washington's Adams Morgan area, and whose paid staff is augmented by volunteer doctors, physician assistants, and nurses affiliated with the University's Medical Center. The Books Project, which supports D.C. Public School teachers and parents seeking to improve English-language instruction in their classrooms — primarily in schools with language-diverse students. GW's Human Services Program, which enables students to perform a variety of service roles in community agencies while developing their own professional skills in the human services field. The 37 GW departments, ranging from Alumni Relations to Computer



GW's Residence Hall Association sponsors community service programs , including one that eases daily life at Foggy Bottom's St. Mary's Court, a nearby apartment house for older persons. GW junior Jodie Clegg, with resident Orea F. Marshall

GW's Multicultural Student Services Center is especially known for community outreach—including the High School Tutorial Program, in which GW students give one-on-one help to local high school students.

First-year student Shirvonne Powell, with Dawud Hollaway, a 10th-grade student at D.C.'s Wilson High School



Medicine to the English Department to the Business School, that took part in the Adopt-A-Family program. The proposed projects now being discussed by GW's 175th Anniversary Student Initiatives Committee (including the development of a Tutorial Resource Room at Garnett Patterson Middle School). Such other student-run efforts as Bowling with the Blind, the Grocery Running Service, the GW Medical Center Cancer Ward, participation in the Howard University Therapeutic Childlife Program, community service at St. Stephen the Martyr Church, and the soup kitchen known as So Others Might Eat.

And now consider the fact that “all of the above” represent a mere tiny drop in the very large bucket of all the non-monetary contributions that the University makes to its immediate neighborhood, to its Foggy Bottom locality, to its city, to Greater Washington, and to its region. Indeed, a simple bibliography of all of the printed sources that list these contributions would push this section of my report to an unmanageable length.

The University's indirect economic impacts must be taken into account . . .

Under the heading of “direct economic impacts,” GW includes all direct spending by the University, by its students, and by its visitors. When the University orders paper-supplies or roof-tiles from nearby vendors, the effects on the Greater Washington economy are straightforward. When a visitor to the University buys lunch at a nearby restaurant, that counts as a direct impact. So does the moment when a student whom the University has

drawn to Washington buys an anniversary gift for his or her parents at a local department store.

Those are also the points at which indirect economic benefits begin — as those who receive these payments proceed to re-spend them. Standard economic “multipliers” are used in order to estimate these indirect impacts, some of these multipliers supplied by the federal government’s Bureau of Economic Analysis. They vary from a relatively high level, when labor-intensive goods are involved or when local residents are employed, to a relatively low level when goods and services are imported from remote locations. Higher levels of indirect impact are associated with personal services than with real estate services, and with construction and retail services than with financial services.

Once we have cultivated our “new vision” of GW — as a provider of economic stimuli to Greater Washington — the indirect monetary impact of its operations will seem obvious even to those without degrees in economics. **And what detailed study confirms is that when these indirect impacts are added to those that are directly generated, GW emerges as something of a fiscal titan on the Washington scene.**

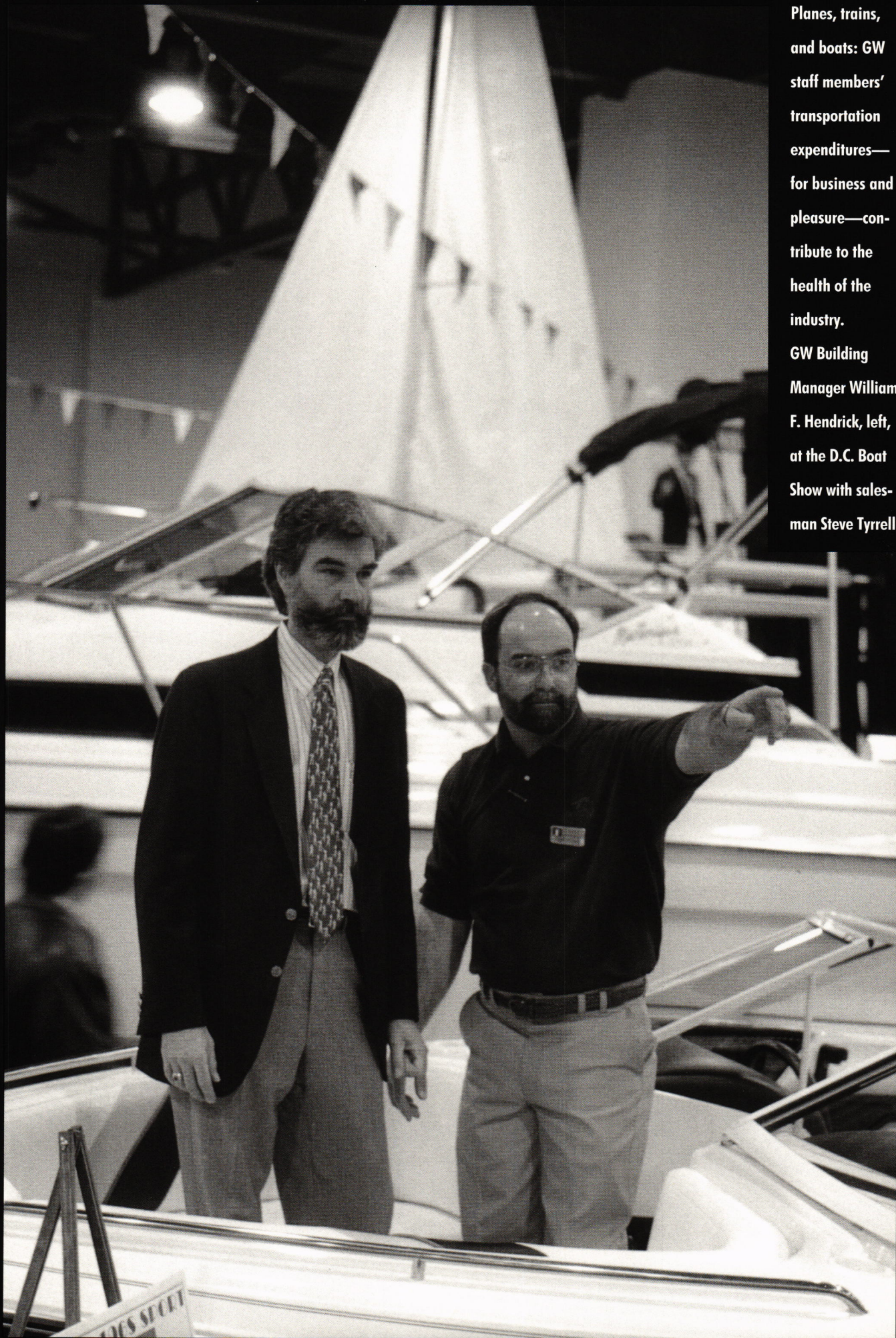
... And the grand total is quite staggering

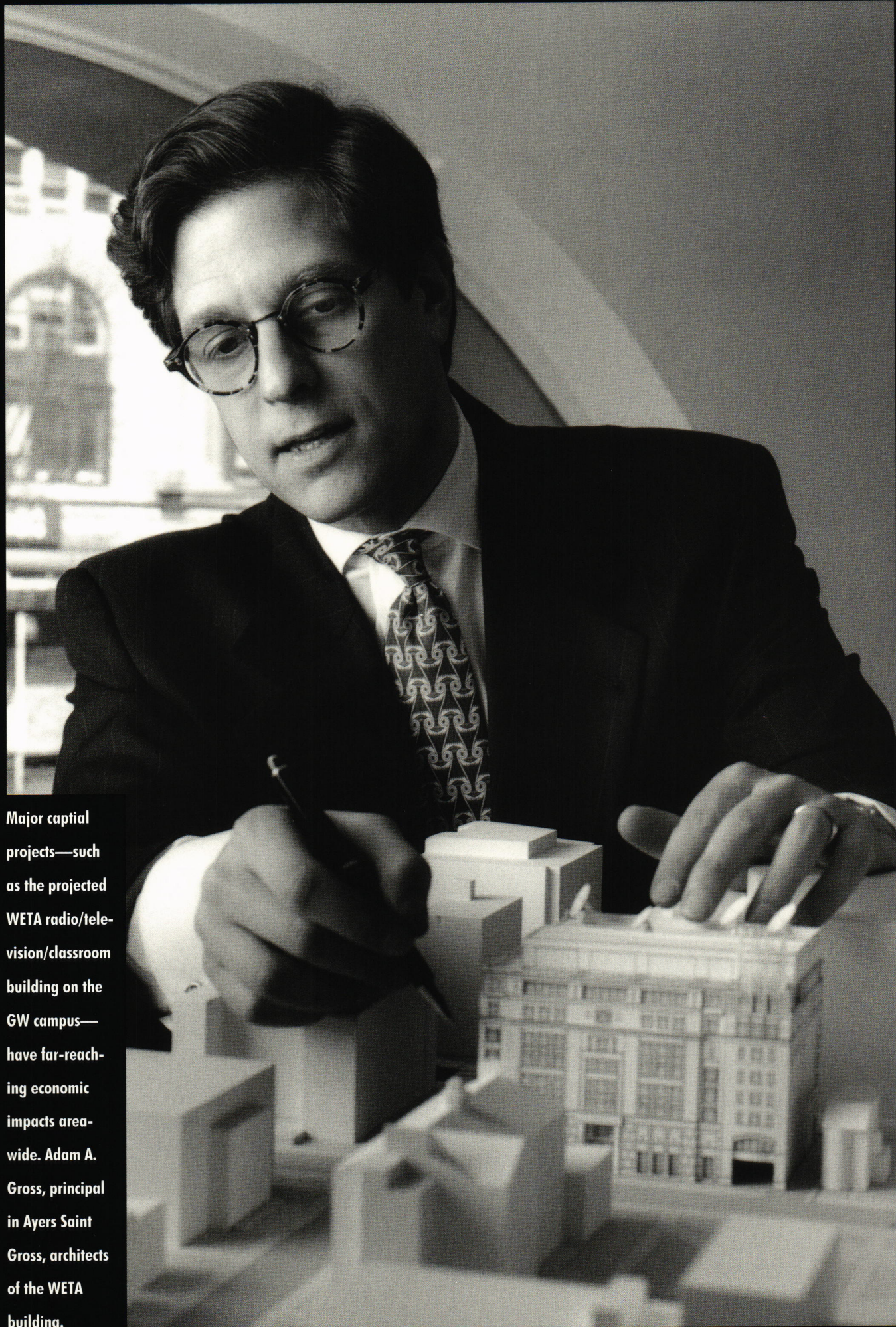
With indirect economic impacts taken into account, GW’s contributions to the local and regional economy reach an almost staggering level, best communicated in the words of Prof. Fuller and Ms. Sickterman:

The sum total of The George Washington University’s direct and indirect economic impacts during FY

Planes, trains,
and boats: GW
staff members'
transportation
expenditures—
for business and
pleasure—con-
tribute to the
health of the
industry.

GW Building
Manager William
F. Hendrick, left,
at the D.C. Boat
Show with sales-
man Steve Tyrrell





Major capital projects—such as the projected WETA radio/television/classroom building on the GW campus—have far-reaching economic impacts area-wide. Adam A. Gross, principal in Ayers Saint Gross, architects of the WETA building.

1993 was \$1.6 billion. Of this total, \$1.186 billion found its way into the Washington metropolitan area economy. The University's local economic impacts totaled \$724.2 million, and these generated an additional \$462.0 million in indirect local economic benefits. Approximately \$248.2 million, or 20.9 percent, of these economic impacts accrued directly or indirectly to the District of Columbia. (Due to the interdependencies of the District and suburban economies, these benefits were probably larger than this estimate.) Additionally, the University generated annual property, retail sales, hotel, parking, and personal income tax revenues in the District of Columbia totaling \$13.7 million.

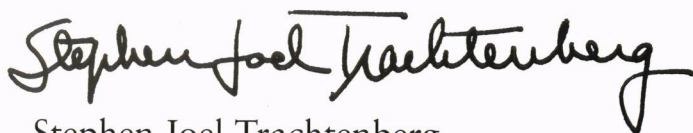
And Fuller and Sickterman go on to note that:

Extending beyond these annual flows are the economic benefits that accrue to the local and area economy from major capital spending projects. Since the economic impacts of these capital outlays cannot be annualized, it is sufficient to note that more than \$195 million in new capital spending is projected by the University between 1994 and 1999. This capital spending will support a construction and associated labor force totaling 3,432 workers (572 annually over six years). Household earnings associated with these jobs will total \$281 million in taxable income over the construction period. The total local direct and indirect economic impact of these capital projects is projected to equal \$324.3 million over the six-year period.

Given the paradigms with which we have all grown up, it will take some time before most of us can

easily synthesize GW's role as a school of higher education — symbolized by all of those caps, gowns, maces, and other medieval symbols that are paraded on Commencement Day — with its role as an economic engine for Greater Washington. But the challenge is no different from that faced by visitors, over a period of many centuries, to Oxford and Cambridge. The facade of one of the ancient British colleges may have gone up in the time of Henry the Eighth. The fact that the college is still with us today testifies to the antiquity of its landholdings and other capital endowments, and to its role in the Oxfordshire or Cambridgeshire economy, as well as to the beauties of its architecture.

To a steadily increasing extent, GW is an intellectual power. To a steadily increasing extent, GW is an economic power in Greater Washington. The two sets of facts profoundly support each other. It is up to us to get them both into focus.



Stephen Joel Trachtenberg

President



**“This list of selected
faculty publications
helps to establish just
how conscientious and
hard-working our
faculty members are.”**

Columbian College and the Graduate School of Arts and Sciences

Administrative Sciences

Nancy Dixon: "Organizational Learning: A Review of the Literature with Implications for Resource Development Professionals." *Human Resource Development Quarterly*.

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Bernard Mergen: "Seeking Snow: James E. Church and the Beginnings of Snow Science." *Nevada Historical Society Quarterly*.

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Edith Kramer: "Reflections on the Evolution of Human Perception-Implications for the Understanding of the Visual-Arts and of the Visual Products of Art-Therapy." *American Journal of Art Therapy*.

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John R. Burns: co-author, "Ultrastructural Study of Embryonic and Early Adult Germ Cells, and Their Support Cells, in Both Sexes of Xiphophorus (Teleostei: Poeciliidae)." *Cell and Tissue Research*.

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Tavia Gordon: "Factors Associated with Serum Alkaline Phosphatase Level." *Archives of Pathology and Laboratory Medicine*.

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Raj N. Iyer and William E. Schmidt: "Observations on the Direct Electrochemistry of Bovine Copper-Zinc Superoxide Dismutase." *Bioelectrochemistry and Bioenergetics*.

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David E. Ramaker: co-author, "X Ray Photoelectron Spectroscopy Study on the Electrical Double Layer at an AL₂O₃ Al Interface." *Journal of Vacuum Science & Technology A: A-Vacuum Surfaces and Films*.

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William E. Schmidt: co-author, "Observations on the Direct Electrochemistry of Bovine Copper-Zinc Superoxide Dismutase." *Bioelectrochemistry and Bioenergetics*.

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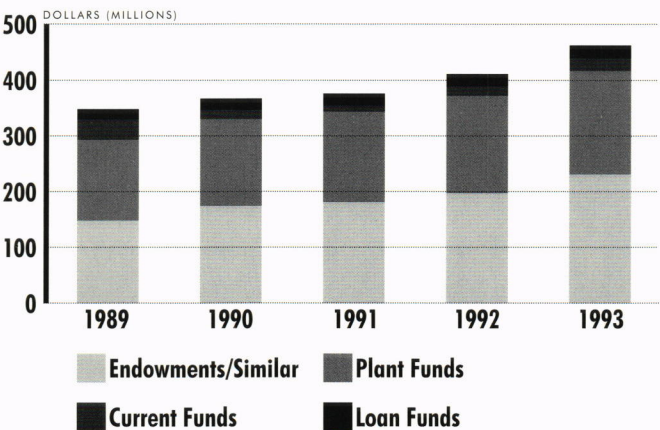
"Fiscally, GW is as sound as it has ever been. The establishment of programs and goals has enabled us to monitor and track our fiscal progress and success with greater precision."

Financial Highlights

We have accomplished a great deal over the past few years — a balanced budget, a Medical Center that is in the black, and an ever improving caliber of student and faculty. Only when we put those accomplishments in the context of what we have yet to achieve on our long journey to excellence, do we realize the significance of those first steps toward our broader goals.

Over the past few years we have carefully evaluated our current position — fiscally, programmatically and physically. It is now time to look long-term — beyond the year 2000 — to the GW of tomorrow. How will it be perceived in an era where the real dollars available for higher education are declining, during a time of radical reforms in health care, and during a period where competition among universities of excellence will most likely be unsurpassed? These are the issues that must be addressed as we invest our resources today to build the GW of tomorrow.

TOTAL FUND BALANCE



The GW of Today

Fiscally, GW is as sound as it has ever been. The establishment of programs and goals over the past few years has enabled us to monitor and track our fiscal progress and success with greater precision. Below is a discussion of our progress.

Budget

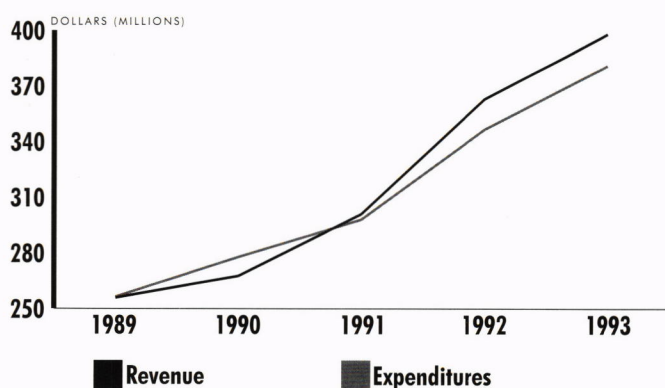
While GW's Current Funds ended the year with a \$5.3 million surplus, a more compelling indicator of the financial progress we have made is the change in the Unrestricted Fund Balance. On the University side, the Unrestricted Fund Balance increased for the fifth consecutive year. In that time period, the University's Unrestricted Fund deficit has been reduced by \$7 million. For the first time in three years, GW's combined Unrestricted Fund Balance is in the black. This accomplishment reflects our success in restoring the financial viability of the Medical Center and strengthening the financial position of the University. For the second consecutive year, the Medical Center's Unrestricted Funds ended the year with a surplus.

Medical Center

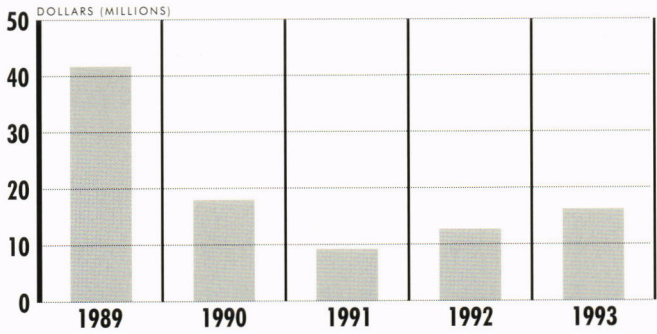
This was a year of progress and challenge for the Medical Center. The progress lies primarily with our success in meeting the goal set three years ago, in FY 91-92, to restore the Medical Center's financial well-being by FY 92-93. The challenge came

MEDICAL CENTER

Current Fund Revenue vs. Expenditure



MEDICAL CENTER FUND BALANCE (current funds)



in the hard work of planning to ensure the Medical Center’s future success — through capital improvements, improved efficiencies and targeted programs — in the face of uncertain health care reforms and a changing health care industry.

At year end, the Total Fund Balance of the Medical Center had increased by over \$27 million, to \$188.3 million. For the second consecutive year, the Current Fund balance increased over \$3.5 million, after set asides for future capital investment.

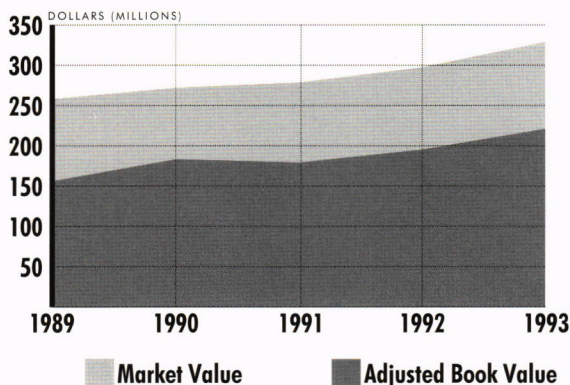
In our effort to ensure the future success of the Medical Center, numerous planning initiatives were undertaken during this fiscal year. The plans to build and renovate a first-rate, state-of-the-art hospital that would reposition the GW Medical Center into the next century were refined. Development of enhanced billing and financial reporting systems progressed with the goal of improving our collection efforts and providing more timely and accurate information for decision-making. The GW Health Plan continued its growth record and maintained excellence in the delivery of health care.

The Endowment

Both the adjusted book value and the market value of the endowment grew in FY 92-93. Gifts and bequests to the Endowment Fund totalled \$7.9 million, while Funds Held in Trust increased by \$7.8 million. The greatest share of this growth occurred at The Medical Center through gifts to fund research and professorships.

In FY 92-93, the total return of the pooled endowment

ENDOWMENT FUND GROWTH (net of liabilities)



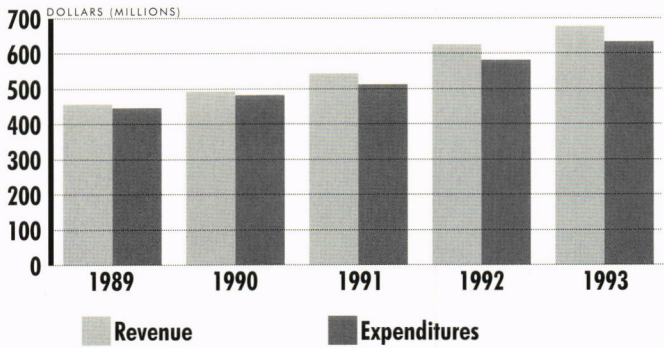
was 16.1 percent; this is compared to a three-year return of 12.3 percent and a five-year return of 12.2 percent. From these earnings, \$16.8 million was used to support University and Medical Center operations including scholarships, fellowships, professorships and research, and \$1.7 million was used to fund institutional capital improvements.

Efforts to further improve the performance of the endowment were taken this year through the development of an investment plan. The first phase of this plan examined the spending policy, asset allocation and manager mix with respect to today's environment. The role of this planning will expand in importance as the pressures on revenue, other than tuition and patient care income, increase in the coming years.

Resource Allocation/Academic Programming

FY 92-93 also saw a continuation of our efforts to redirect resources from the administrative functions of the University to academic programs. Through a reduction in administrative and maintenance expenditures this year we were able to increase funding for academic programs, research and student services by \$8.1 million while keeping the increase in total expenditures (exclusive of financial aid) to only \$7.1 million. These reallocations were well received by the faculty and academic administration. They, in turn, have made a commitment to establish a faculty position control policy for FY 1994 that will encourage the reallocation of faculty resources within the academic units and improve the balance of the faculty-to-student ratios among the

CURRENT FUND REVENUE VS. EXPENDITURES (combined totals)



varying academic programs. In addition, through the establishment of targeted programs and the consolidation or clustering of academic programs, it is anticipated that the academic units will improve their ability to effectively allocate resources in the future.

Facilities Enhancement

The spirit of the facilities enhancement program at GW in FY 92-93 is probably most accurately portrayed by the restructuring of the “Physical Plant” operation to “Facilities Management.” Projects are now initiated and completed with the focus on managing our facilities for the long-term and improving the physical environment of our campus.

The space utilization analysis commissioned by the University last year was completed. The study highlighted opportunities for improving and adjusting space allocations over the next five years that will consolidate programs and key campus functions, and improve space adjacencies among related groups. The study also identified candidates for relocation to remote locations, thereby decreasing occupancy costs and freeing space on the campus for critical academic-related functions. One of the principal goals that resulted from the study was the concept of “homes” for each college and/or school at GW, providing a distinct identity for each program. Tangible results are already apparent from this activity, including a home for the School of Education and Human Development in the renovated “Universi-

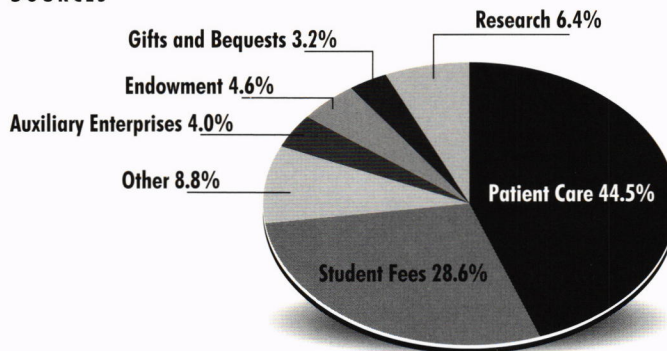
ty Inn,” the consolidation of The Elliott School of International Affairs in Stuart Hall, and the consolidation of a large portion of Columbian College in the Academic Center and Funger Hall. In addition, progress in reducing the costs associated with off-campus rentals has been encouraging as we continue to evaluate off-campus leases and utilize rollovers and favorable market conditions to rethink our off-campus leasing strategies.

FY 92-93 represented the third year of the five-year classroom upgrade program. To date, a total of 85 classrooms in 10 buildings have been renovated. The transformation of numerous teaching labs and the introduction of the tiered classrooms during FY 92-93 was a particularly satisfying and long awaited improvement.

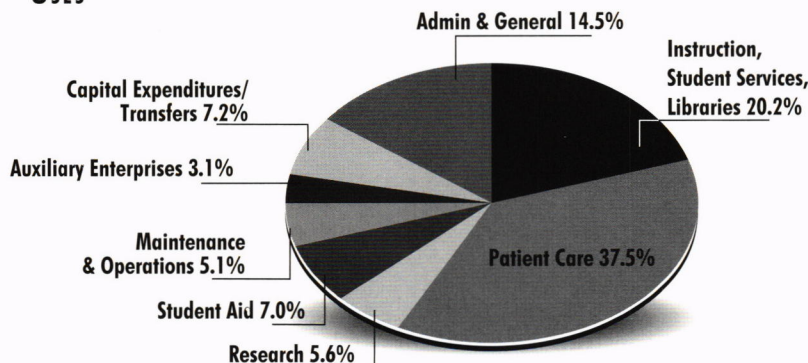
Improvement of the campus over the long-term continues with the planning of academic and student-related facilities. The successful completion of negotiations with Greater Washington Educational Telecommunications Association (“WETA”) will provide a new home for the National Center for Communication

SOURCES AND USES OF FUNDS (fiscal year 1993)

SOURCES



USES



Studies. Plans for the improvement of the Cloyd Heck Marvin University Center, the Hospital project, new student housing, and a new Health and Wellness Center are progressing into the planning and design stages. All are expected to be completed within the next three to five years.

The GW of Tomorrow

The complexion of the GW of tomorrow will be very different than it was 20 years ago or what it is today. The future funding of programs at GW will require creativity and a departure from procedures of the past. As the rate of growth of tuition and patient care revenue declines, our tasks will include the balancing of these more traditional sources of income with more innovative tuition financing packages and strategic investments to achieve our institutional objectives. Changes in the delivery of health care services nationwide will require constant review and improvement to our systems to deal with those challenges. Continuing to leverage our location in Washington, D.C., will be paramount in influencing the health care reform and maintaining our position on the cutting edge of quality health care.

In conclusion, the successes of today are only as bright as the promise of tomorrow. Today GW is well positioned — fiscally, programmatically and physically — to face the short-term challenges. We must now use our resources effectively over the coming years to prepare for tomorrow — for the uncertainties that it will bring. A wise investment today in repositioning our resources will provide us with the strength and flexibility that we will need to meet the challenges of the coming years.

"Total philanthropic commitments exceeded \$36.5 million; this support will have a significant impact on GW's important educational, research, and service programs."

Report on Philanthropy

The University's alumni and friends were generous in their support during 1992-93, increasing their gifts and commitments to record levels. GW's growing reputation and nationally-acclaimed programs also attracted significant financial support from major corporations and foundations.

Between July 1, 1992, and the end of the fiscal year on June 30, 1993, the University received \$23,310,802 in philanthropic support. An additional \$13,270,302 was committed for future payment, for a total of \$36,581,104.

The significance of this support lies not in the dollar totals but rather in its impact on the University's important educational, research, and service programs. A few selected highlights include:

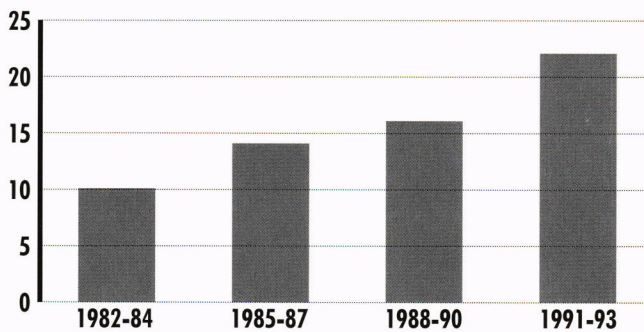
- The Walter G. Ross Foundation, established by the late businessman who was a major benefactor of GW during his life, pledged \$2,500,000 to support junior researchers in the GW Medical Center.

- Dr. Robert L. Weintraub (BS '31, MA '33, PhD '38) and his wife, Frances C. Weintraub (MA '37), pledged an additional \$2,000,000 to establish The Louis Weintraub Professorship and the Ruth Weintraub Professorship in the Department of Biological Sciences. Together with the Ronald B. Weintraub Professorship, established in 1992, these new positions will greatly enhance the strength of the department in graduate study and research.

- The DeWitt Wallace/Reader's Digest Foundation gave

VOLUNTARY SUPPORT OF THE GEORGE WASHINGTON UNIVERSITY

3-year averages: fiscal years 1982-1993



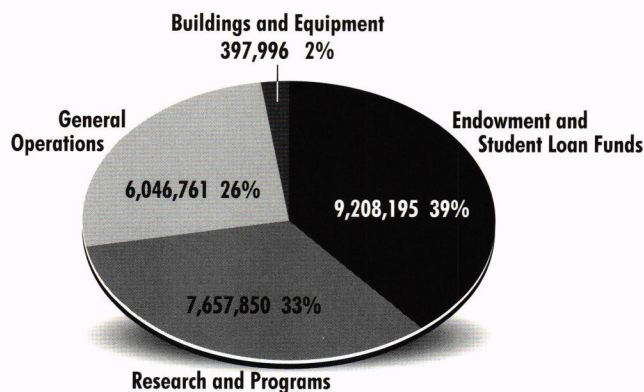
more than \$750,000 to support the Peace Corps Fellows program in the School of Education and Human Development. This program trains returning volunteers for careers as teachers.

- The Law School benefitted from the \$1,800,000 bequest of Justine Gubin, which will endow a professorship in government contracts law.

- Alumna Catharine Birch McCormick (MD '37) gave the University two properties in Washington built by her great grandfather. This gift will eventually endow a fund for medical research.

Broad-based campaigns for support were undertaken on behalf of the GW Hospital, the School of Medicine and Health Sciences, and the Law School's program in intellectual property and patent law. Under the leadership of alumnus and GW Trustee Dennis Shepard (MD '63), the Campaign for

VOLUNTARY SUPPORT 1992-93 \$23,310,802



Medical Education at GW seeks funds for current support, endowment, and clinical facilities. The Intellectual Property and Patent Law Campaign is led by alumni Gerald Mossinghoff (JD '61) and Thomas F. Smegal (JD '61), and already has raised over \$1,500,000 in gifts and pledges for endowment of the program. Preliminary stages of the campaign for expansion and renewal of the GW Hospital secured over \$6,000,000 in gifts and commitments, including more than \$1,300,000 from members of the Medical Center faculty and staff.

As the 1992-93 year came to a close, the GW Board of Trustees undertook planning for a major, University-wide campaign to strengthen GW's financial base and campus for the 21st century and beyond. Detailed planning and quiet discussions with leadership donors will continue until formal announcement of the campaign, now anticipated for early 1996.

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Dean for Academic Affairs

John C. LaRosa, M.D.
Dean for Research

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Administration and Operations*

Jill E. Kent
*Associate Vice President for
Financial Affairs*

John R. Williams, M.D.
*Associate Vice President for
Graduate Medical Education
and Special Projects*

Roger E. Schechter

Parliamentarian

Student and Academic Support Services

Robert A. Chernaik
*Vice President for Student
and Academic
Support Services*

Ann E. Webster
*Assistant Vice President for
Student and Academic Support
Services*

Linda Donnels
Dean of Students

Steve Bilsky
*Assistant Vice President for
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Director of Athletics and
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Vicki Baker
*Director, Student Financial
Assistance*

Dolores Stafford
Director, University Police

Sheila Curtin
Director of Residential Life

Frederic R. Siegel
*Executive Director for
Enrollment Management*

LeNorman J. Strong
*Executive Director for
Campus Life*

Daniel Small
*Director, Enrollment Manage-
ment Administration*

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Board of the Medical Faculty
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*CEO of the University Hospital
and Senior Associate
Vice President for Network
Development*

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Daniel Small
*Director, Enrollment Manage-
ment Administration*

Barry Bontemps
Assistant Comptroller

Colin Clasper
Assistant Comptroller

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and Alumni Affairs*

Brigitte W. Watkins
*Associate Vice President for
Development*

David W. Canfield
*Executive Director, Medical
Center Development*

Peter Tafti
*Executive Director, Office of
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Leslie Borak
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National Law Center*

Joseph Hall
*Director of Development
Arts and Sciences*

Janet Kolkebeck
*Director of Development
School of Business and Public
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*Vice President for Administra-
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Assistant Vice President

James E. Clifford
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Joseph Collins
*Acting Director, Center for
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J. Matthew Gaglione
University Registrar

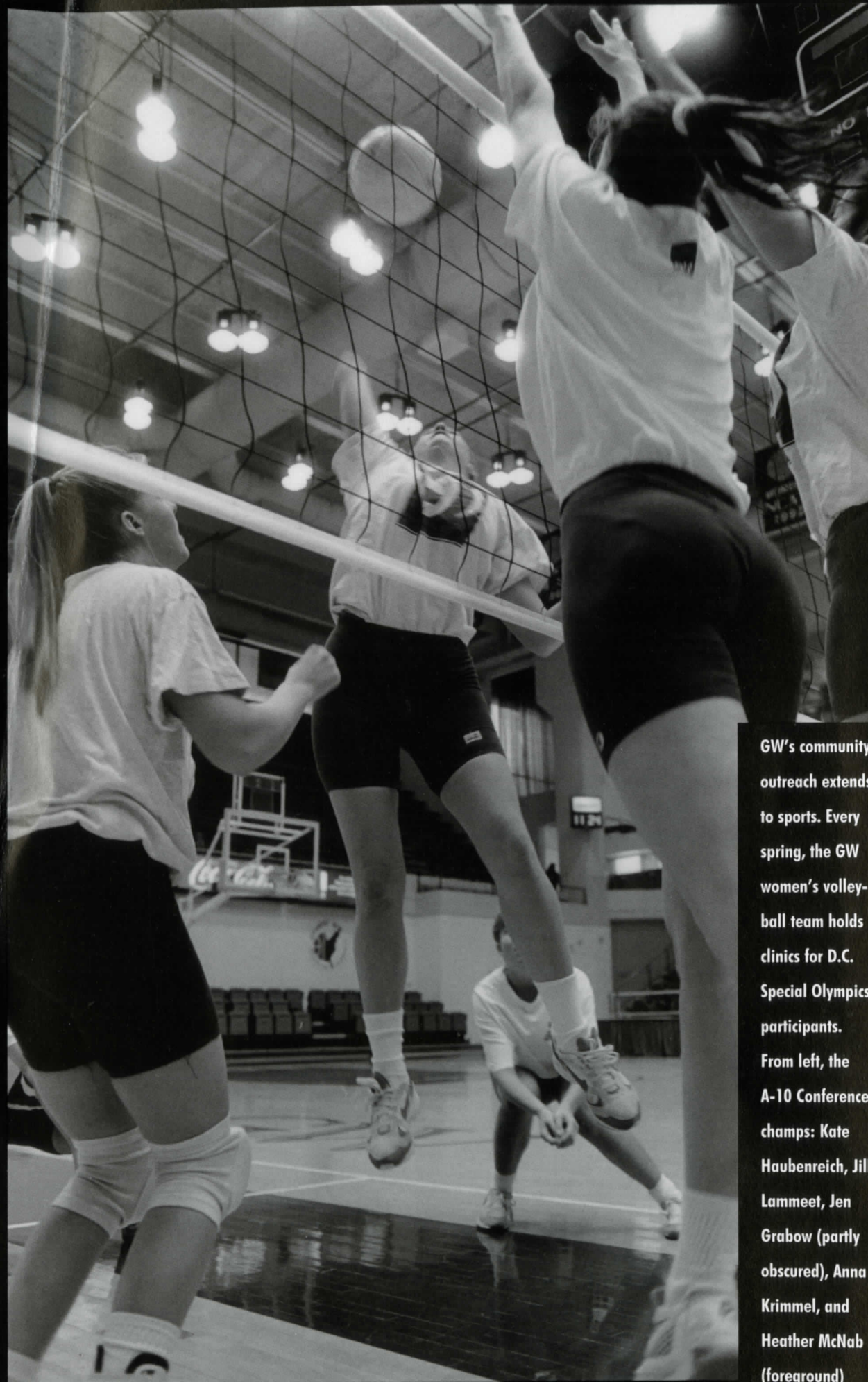
Sandy Holland
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Director, Telecommunications

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*Director, Computer Informa-
tion and Resource
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Rosanna Ruscetti
Director, Lisner Auditorium

Lee Smith
*Director, Faculty/Employee
Assistance Program*



GW's community outreach extends to sports. Every spring, the GW women's volleyball team holds clinics for D.C. Special Olympics participants. From left, the A-10 Conference champs: Kate Haubenreich, Jill Lammeet, Jen Grabow (partly obscured), Anna Krimmel, and Heather McNab (foreground)